

VILLAGE OF GERMANTOWN
N112 W17001 MEQUON ROAD, GERMANTOWN, WI 53022

MEETING:	PLAN COMMISSION
DATE AND TIME:	MONDAY, JANUARY 27, 2020 6:30 p.m.
LOCATION:	Germantown Village Hall Board Room

- I. **CALL TO ORDER** This meeting has been given public notice in accordance with Wisconsin Statutes, Section 19.83 and 19.84 in such form that will apprise the general public and news media of subject matter that is intended for discussion and action.
- II. **ROLL CALL**
- III. **PUBLIC INPUT/PUBLIC APPEARANCE** Please be advised per §19.84(2) that information will be received from the public, however, no action will be taken at this time.
- IV. **APPROVAL OF MINUTES**: January 13, 2020
- V. **NEW BUSINESS**
 - A. Community Development Department - Future Land Use Discussion (Neighborhoods-Districts-Corridors) as part of the Germantown 2050 Comprehensive Plan. **[DISCUSSION]**
- VI. **ANNOUNCEMENTS**
- VII. **ADJOURNMENT**

UPON REASONABLE NOTICE, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service please contact the Village Clerk at (262)250-4740 at least 2 days prior to the meeting. Notice is given that a majority of the Village Board may attend this meeting to gather information about an item over which they have decision making responsibility. This may constitute a meeting of the Village Board per State ex rel. Badke v. Greendale Village Board, even though the Village Board will not take formal action at this meeting.

PLAN COMMISSION MINUTES
January 13, 2020

CALL TO ORDER: Chairman Wolter called the meeting to order at 6:30 pm.

ROLL CALL: Chairman Dean Wolter, Trustee David Baum, Commissioners Peter Nilles, Tony Laszewski and Bill Shadid. Commissioner Bob Williams arrived late. Commissioner Matt Kimmler was absent and excused. Also present were Community Development Director Jeff Retzlaff, Associate Planner Emily Zandt and Planning Assistant Lori Johnson.

PUBLIC INPUT: None

APPROVAL OF MINUTES:

MOTION Baum second Shadid to Approve the minutes from 12-9-19.

MOTION carried unanimously.

Nancy Boehlke Deptola, Agent for the Boehlke Family Trust - 4 parcels totaling 35.29 acres located at W140 N10833 Country Aire Drive. 3-Lot Certified Survey Map and Rezoning of proposed Lot 2 (3.947 acres) from A-2 Agricultural and Rs-3 Single-family residential to the Rs-2 Single-family residential to reconfigure the parcels. Associate Planner Zandt summarized the proposal.

The public hearing was opened at 6:38 pm.

Don Thoma, Accurate Surveying, said the proposal cleans up the 4 parcels and dedicates roadway. Ronald Kohls, W140 11091 Country Aire Drive, said he was in support of the rezoning but doesn't want his property rezoned.

The public hearing was closed at 6:43 pm.

MOTION Baum second Shadid to Approve rezoning the 3.947-acre parcel from A-2: Agricultural and Rs-3 Single-family Residential to Rs-2: Single-Family Residential as proposed.

MOTION carried unanimously.

MOTION Baum second Shadid to Approve the proposed 3-lot Certified Survey Map (CSM) of the 35.29 acres owned by the Boehlke Family Trust located at W140 N10833 Country Aire Drive west of Country Aire Drive with the following conditions:

- 1. Within six (6) months of approval, the property owner shall come into compliance with the maximum square footage and number of accessory buildings on the property (proposed Lot 2) in the Rs-2 Single-family Residential District by removing one or more of the existing detached accessory buildings or by submitting an application for a variance to the Board of Zoning Appeals.***
- 2. All technical issues and plan corrections identified by the Village Surveyor (see January 9, 2019 memo) shall be addressed and reflected in revised plans submitted and approved by Village Staff prior to recording the CSM.***

MOTION carried unanimously.

Zilber Property Group - W210 N12805 & 12855 Gateway Crossing. Request to create an M-1: Limited Industrial Planned Development District for a 33.07-acre area within the Germantown Gateway Corporate Park and a 2-lot Certified Survey Map to create two parcels. Planner Retzlaff summarized the proposal.

The public hearing was opened at 6:52 pm.

The public hearing was closed at 6:53 pm.

MOTION Baum second Laszewski to Approve the request to create an M-1: Limited Industrial Planned Development District (M-1/PDD) for the 33.07-acre property located at W210 N12805 & N12855 Gateway Crossing to be known as the "Zilber PDD" subject to the following conditions:

- 1. The M-1: Limited Industrial District regulations shall be the zoning restrictions affecting the use of and development on the subject property except for the following amendments:***
 - a. Revise the minimum parking lot setback along the common property line between the Zilber 2 & Zilber 3 industrial buildings line from 10 to 0 feet.***

MOTION carried unanimously.

MOTION Baum second Nilles to Approve the proposed 2-lot Certified Survey Map (CSM) for the 33.07 acres (Lot 3 of CSM 6898) owned by ZPG Development LLC located in the Germantown Gateway Corporate Park northwest corner of the Gateway Crossing and Holy Hill Road intersection.

MOTION carried unanimously.

Steven & Elizabeth Green - N116 W16033 Main Street. The property owners are seeking approval of a Zoning Permit to construct a 24 x 24' (576 sqft) attached garage and a 16 x 32 (512 sqft) detached accessory storage building on their residential property. Planner Retzlaff reviewed the proposal. Plan Commission postponed action at the December 9th meeting in order to give the Green's and the adjacent property owner, the Kaiser's, an opportunity to discuss entering into a shared driveway/access agreement as recommended by staff. At this time no agreement has been reached.

Robin Witte, N116 W16009 Main Street, spoke in opposition to the proposal. She said there is not enough space for cars to back up without going onto her property. She added that the Greens have a substantial lot and the garage could be placed elsewhere on their property and not impose on anyone. She also feels there isn't enough room for the Green's to get their RV and boat out and is concerned about noise, exhaust fumes and how her property value may be affected. She asked that the proposal be denied and distributed pictures of the driveway to Plan Commission members. She thinks the placement of the garage is an infringement on her and that the Greens will need to use her property to use the garage. Trustee Baum asked if the problem is at the Y and not at the entrance. Ms. Witte said she still has concerns even if the garage faces south.

Planner Retzlaff said the Greens are agreeable to join both their parcels and eliminate the access easement that is located across their property. But unless the 10-foot easement is eliminated, there is not enough room to put the garage doors on the east. Mr. Green stated it would be hard to pull in if the garage faced south and he would also lose parking spaces.

Chairman Wolter asked if the driveway is considered non-conforming and asked if the Village stance is to correct that before anything new is proposed. He agreed a shared driveway agreement is needed. Planner Retzlaff stated any new driveway would be required to meet the 5-foot setback requirement and also feels the agreement is needed. Trustee Baum agreed that it would be tight to turn around. Mr. Green asked the Kaisers if they were OK with the garage doors facing south and the Kaisers indicated they were. Planner Retzlaff said Plan Commission could approve with the garage doors on the south elevation. Ms. Kaiser stated they are trying to work out an agreement. Chairman Wolter said he understands Ms. Witte and Kaiser do not want asphalt at the driveway Y. Mr. Green confirmed asphalt would not be located on the Kaiser property.

MOTION Baum second Shadid to Table this item to the February 10th Plan Commission meeting.

MOTION to Table carried unanimously.

Neumann Development, Agent for Wrenwood LLC, Property Owners - Lot 2 & 3 of CSM 6890; located west of Country Aire Drive and north of Mequon Road. Final subdivision plat for Phase 1 containing 47 single-family lots. Planner Retzlaff summarized the proposal. Steve DeCleene, Neumann Properties was present to address questions.

MOTION Baum second Shadid to Approve the Wrenwood final subdivision plat (Phase 1) as proposed subject to the following conditions:

- 1. The street trees, as specified in the approved Landscaping Plan, shall be planted prior to the recording of the Final Plat.***
- 2. The Developer shall ensure the following items are addressed/completed to the satisfaction of the Public Works Department prior to the acceptance of all public improvements:***
 - a. Complete and submit “as-built” data for the stormwater pond recertification***
 - b. Complete clean-up/restoration of all road ditches and drainage easements***
 - c. Complete final asphalt lift and road shouldering (as provided in the Developer’s Agreement)***
 - d. Complete all public water, sanitary sewer & lift station improvements***
 - e. Complete all street tree and common area landscaping improvements***
- 3. The Developer shall submit the proposed subdivision deed restrictions and covenants to the Village Attorney for review and approval prior to Village Board approval of the final plat.***
- 4. A Letter of “no objection” from the WI Department of Administration (DOA) shall be submitted prior to Village Board approval of the final plat.***

MOTION carried unanimously.

Community Development Department - Introduction to the Village’s new Zoning Hub online zoning information and development application & tracking portal. Planner Retzlaff summarized the new information system. He explained it’s not just a digital zoning map it also incorporates the zoning code, applications forms and procedures, enables residents to track development proposals and get notifications of when meetings are scheduled. He said our hope is to improve our delivery of getting accurate information to the public. Associate Planner Zandt demonstrated the different features and functions found on the site including the zoning map and layer selections, details on zoning districts including permitted uses and setback information, land use searches for specific zoning districts and creating a parcel summary. Other tools include procedures

for submitting an application, zoning definitions, pending applications and the ability to sign up for notifications. The Zoning Hub can be found on top right side of the front page of the Village website. Trustee Baum asked if he could receive information from the Hub as an interactive tool with the residents. Chairman Wolter stated it is easy for anyone who is interested in a development proposal to sign up and receive information on a particular item.

Planner Retzlaff talked about the new Public Hearing signs that will be posted on every property that will have public hearing and explained that property owners receiving a notice within 1000 feet will also receive a more easily understood letter of explanation with a similar color sticker, including the German Shepherd on the mailing envelope that correlates to the signs.

ANNOUNCEMENTS: Planner Retzlaff said the department would like to go to paperless packets in 2020. He said there are Village owned laptops available for use during the Plan Commission meeting or members may bring their own. Plan Commission members should let staff know if they need to use a Village laptop during the meeting.

ADJOURNMENT: There being no further business, the meeting was adjourned at 8:08 pm.

Respectfully submitted,

Lori Johnson
Planning Assistant



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DATE: January 23, 2020

PROJECT NAME: Germantown Comprehensive Plan 2050

SUBJECT: Future Land Use Planning – Neighborhoods, Districts & Corridors (NDC)

A New Approach to Future Land Use Planning

The planning team will be adopting a fresh approach to future land use planning for the Germantown Comprehensive Plan 2050 – this approach is referred to as “Neighborhoods, Districts & Corridors” (NDC). The NDC approach is slightly different than how Germantown has approached future land use planning in the past, which has focused on prescribing future land uses on a parcel-by-parcel basis. In contrast, the NDC approach takes a higher-level look at how the community might develop over the next 20 years and provides greater flexibility in accommodating future uses with less administrative burden. Rather than focusing on planning for individual parcels, the NDC approach focuses on the different “places” that define a community: its neighborhoods, its districts, and its corridors.

How the NDC Approach Operates

The NDC approach to future land use planning involves two different tools: the NDC Map and the NDC Table. These two tools work in tandem to describe the physical qualities and types of land uses that are envisioned for a particular area. On the NDC Map, a community is separated into different neighborhoods, districts, and corridors; on the NDC Table, each neighborhood, district, and corridor is evaluated in terms of the types of uses, density requirements, and physical characteristics that should be encouraged or discouraged. Below is an example of how this works, taken from South Milwaukee.

NDC Map (South Milwaukee):



NDC Table (South Milwaukee):

Places			Preferred General Character of Neighborhood, District or Corridor	Preferred Future Land Uses										Density	Preferred Community Design
Neighborhood / District / Corridor	Place Type	Place Name	Description	Community Center	Employment	Residential	Commercial	Industrial	Public	Recreation	Transportation	Healthcare	Education	Population Density	Community Design
Uptown	City Center	Uptown	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Eastside	Urban	Eastside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Westside	Urban	Westside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Southside	Urban	Southside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Northside	Urban	Northside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Eastside	Urban	Eastside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Westside	Urban	Westside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Southside	Urban	Southside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U
Northside	Urban	Northside	A vibrant, walkable, and diverse urban center with a mix of uses, including residential, commercial, and public spaces. It is the heart of the city and should be developed as such.	A	A	A	A	A	A	A	A	A	A	150-200 per acre	A U U

On the left, the NDC Map delineates boundaries of the unique neighborhoods, districts, and corridors in South Milwaukee. On the right, each of these unique places is placed on a row of the table and is evaluated in the following manner:

- The preferred general character of the place is described in a few sentences
- The preferred future land uses of the place are categorized as desired, allowed, or undesirable
- The preferred density requirements of the place are listed
- The preferred community design of the place is categorized as desired, allowed, or undesirable



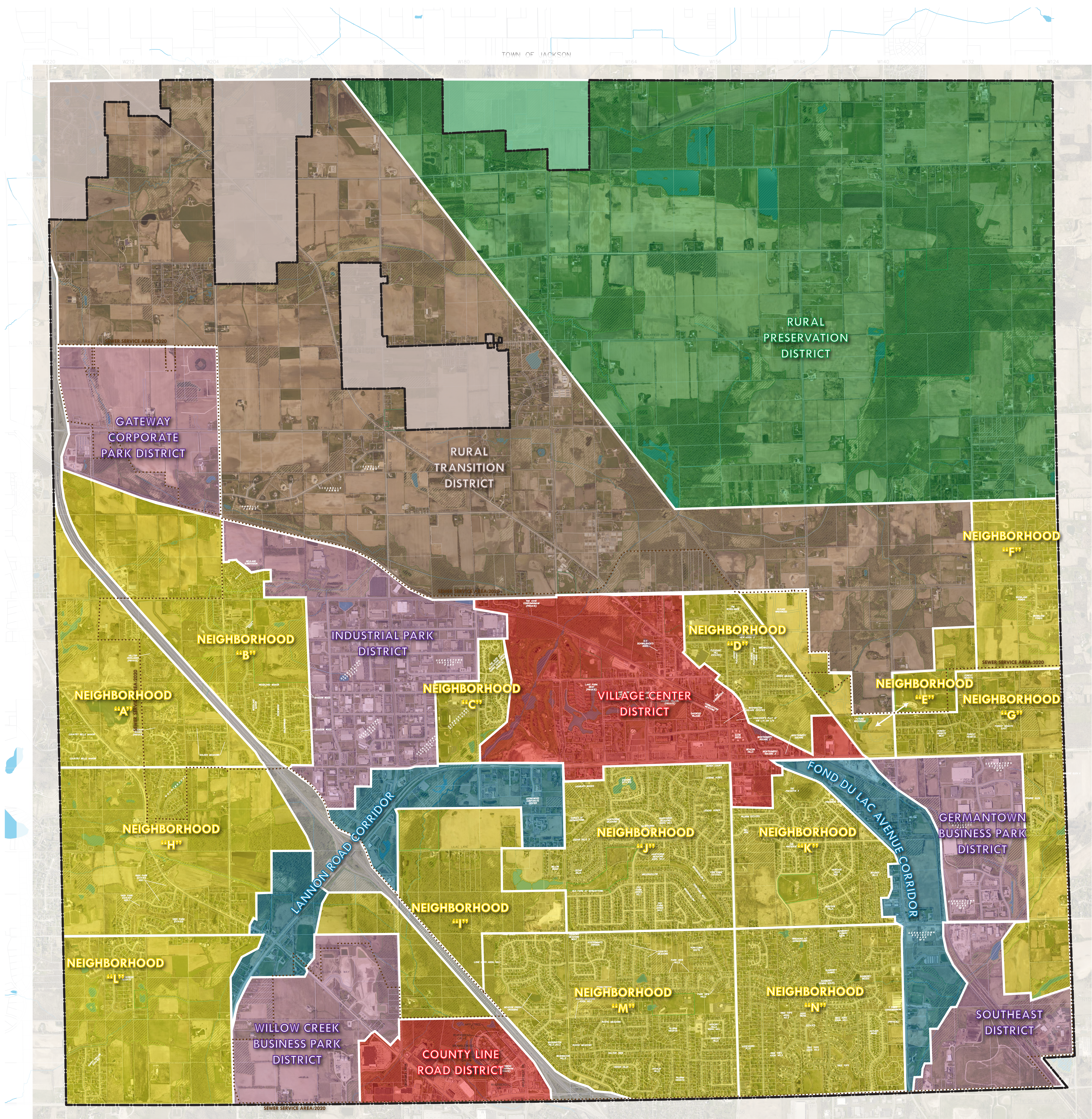
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In contrast to the parcel-by-parcel approach to future land use planning, this NDC approach enables a broader vision of how a community might develop through the decades (i.e. rather than prescribing a single future land use for a parcel, the NDC approach can describe a range of possible future land uses that might be desirable for an area). Thus, the NDC approach enables greater flexibility in future land use planning and avoids unnecessary administrative burdens, such as rezoning or comprehensive plan amendments.

January 27 Plan Commission Workshop

The planning team and Village Staff have recently developed initial drafts of the NDC Map and Table for Germantown (see attached exhibits). These drafts are intended to serve only as a starting point for the Plan Commission. During the January 27th meeting, you will be asked to work with the planning team and Village Staff to modify and enhance the draft maps and table, which will then be brought to the community for review at the next public meeting.

NEIGHBORHOODS, DISTRICTS, CORRIDORS



Places			Preferred General Character	Preferred Future Land Uses												SSA	Preferred Site Design				Density
Neighborhood District Corridor	Place Type	Place Name	Description	Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional	Open Space & Recreational	Mineral Extraction	Industrial	Agricultural	Sewered? (Y/N)	Traditional Subdivision	Suburban Subdivision	Rural Estate Subdivision	Conservation Subdivision	Dwelling Units / Acre
District	Village Center	TBD		A	U	U	A	D	U	D	A	D	U	U	U						
District	Mixed-Use	County Line Road																			
District	Industrial / Commercial	Willow Creek Business Park		A			A		D					D							
District	Industrial / Commercial	Germantown Business Park																			
District	Industrial	Industrial Park																			
District	Industrial	Gateway Corporate Park District																			
District	Industrial	Southeast District																			
District	Agricultural	Rural Preservation District																			0.1 units/acre
District	Rural Transition	Rural Transition District																			
Corridor	Mixed-Use	Lannon Road																			
Corridor	Mixed-Use	Fond du Lac Avenue																			

A = Allowable
These uses are appropriate for the area, but may require additional consideration to fit the vision.

D = Desirable
These uses should be encouraged and support the desired character of the area.

U = Undesirable
Generally, these uses should not be encouraged, but may still be acceptable under special circumstances.

Places			Preferred General Character	Preferred Future Land Uses												SSA	Preferred Site Design				Density
Neighborhood District Corridor	Place Type	Place Name	Description	Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional	Open Space & Recreational	Mineral Extraction	Industrial	Agricultural	Sewered? (Y/N)	Traditional Subdivision	Suburban Subdivision	Rural Estate Subdivision	Conservation Subdivision	Dwelling Units / Acre
Neighborhood	Residential Community	Neighborhood A																			
Neighborhood	Residential Community	Neighborhood B																			1 unit/acre
Neighborhood	Residential Community	Neighborhood C																			
Neighborhood	Residential Community	Neighborhood D																			
Neighborhood	Residential Community	Neighborhood E																			
Neighborhood	Residential Community	Neighborhood F																			
Neighborhood	Residential Community	Neighborhood G		A	D	U	U	U	U	U	U	D	U	U	U		U	U	D	A	
Neighborhood	Residential Community	Neighborhood H																			
Neighborhood	Residential Community	Neighborhood I																			
Neighborhood	Residential Community	Neighborhood J																			
Neighborhood	Residential Community	Neighborhood K																			
Neighborhood	Residential Community	Neighborhood L																			
Neighborhood	Residential Community	Neighborhood M																			
Neighborhood	Residential Community	Neighborhood N																			



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DATE: January 14, 2020

PROJECT NAME: Germantown Comprehensive Plan 2050

SUBJECT: "Future Land Use Discussion (Neighborhoods-Districts-Corridors)"

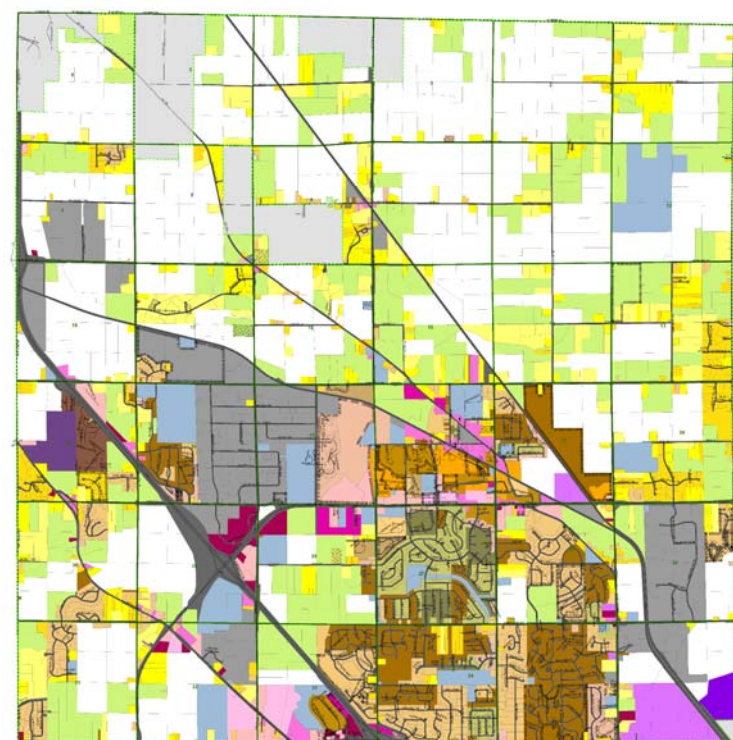
AGENDA

1. INTRODUCTIONS
2. FUTURE LAND USE PRESENTATION
3. NEIGHBORHOODS – DISTRICTS – CORRIDORS MAP DISCUSSION
4. SUB-AREA PLANNING

Village of Germantown

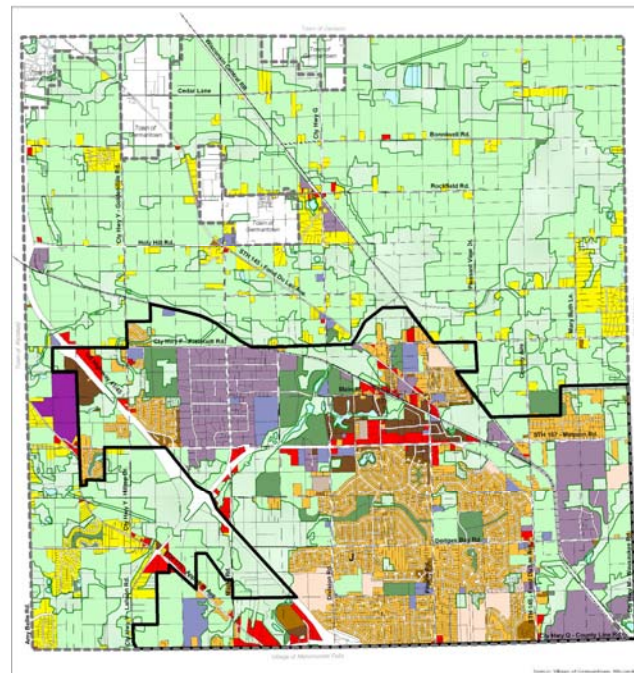
Future Land Use Planning:
Neighborhoods, Districts, and Corridors





**Village of Germantown
Proposed Zoning Map**

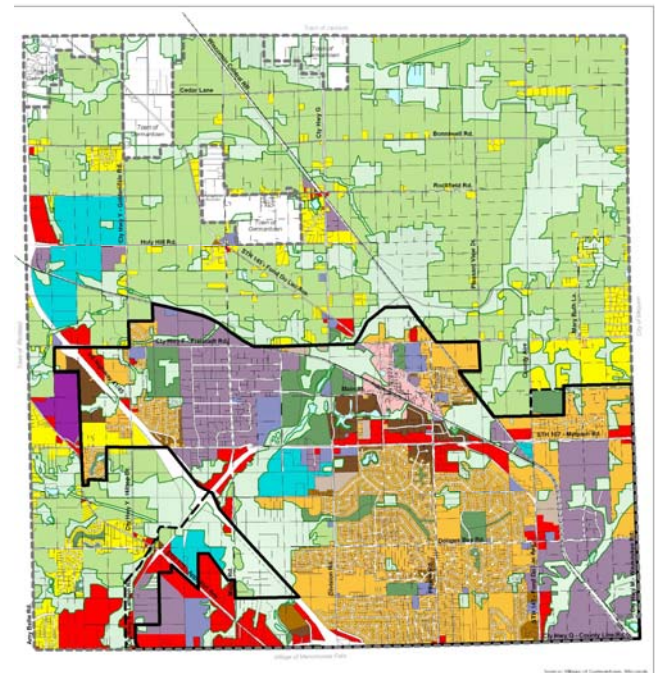
Zoning	Legend
A-1 Agricultural	RS-5 Single-Family Residential
A-2 Agricultural	RS-6 Single-Family Residential
RS-1 Single-Family Residential	RS-7 Single-Family Residential
RS-2 Single-Family Residential	RD-2 One-Family Residential
RS-3 Single-Family Residential	RM-1 Multiple-Family Residential
RS-4 Single-Family Residential	RM-2 Multiple-Family Residential
	RM-3 Multiple-Family Residential
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	RM-100 Multiple-Family Residential



Existing Land Use Categories

Agricultural/Open Space	Industrial/Office
Rural Residential	Mineral Extraction
Low Density Residential	Institutional/Governmental
Medium Density Residential	Park/Recreation Area
High Density Residential	Rivers, Lakes and Streams
Residential Under Development	Environmental Corridors/ Isolated Natural Areas
Elderly Residential	
Commercial	
	Municipal Boundary

Map 8 - 1 : Existing Land Use
Comprehensive Plan
Village of Germantown, Wisconsin



Future Land Use Categories

Agricultural/Conservation Residential (5 Acre lots)	Commercial	Environmental Corridors/ Isolated Natural Areas
Rural Residential (1 Ac. Min. Lot Size)	Village Mixed Use	2010 Sanitary Sewer Service Area
Low Density Residential (2 d.u./Acre)	Mixed Use	2020 Sanitary Sewer Service Area Extension
Medium Density Residential (4 d.u./Acre)	Industrial/Office	Municipal Boundary
High Density Residential (8 d.u./Acre)	Mineral Extraction	
Elderly Residential	Institutional/Governmental	
	Park/Recreation Area	
	Rivers, Lakes and Streams	

Map 8 - 3 : 2010-2020 Future Land Use
Comprehensive Plan
Village of Germantown, Wisconsin

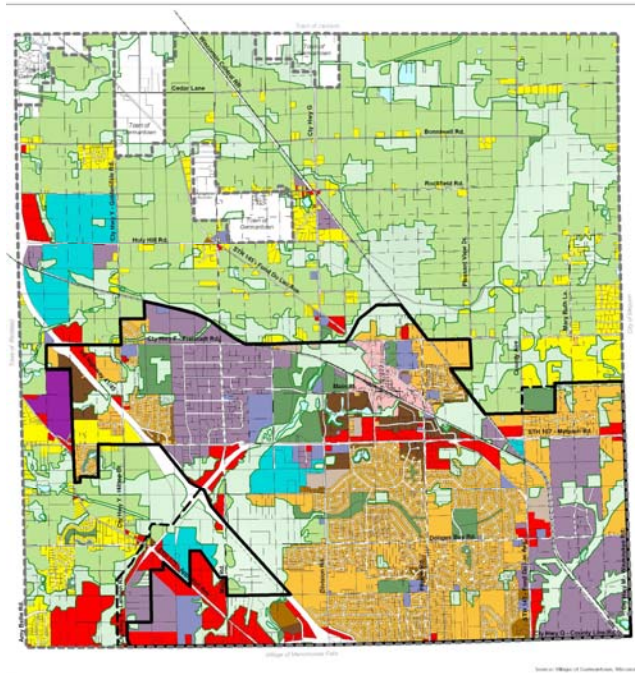
Existing Zoning
(as of 2019)

Existing Land Use
(as of 2004)

Future Land Use
(as envisioned in 2004)

FUTURE LAND USE

Scenario Planning



Future Land Use Categories

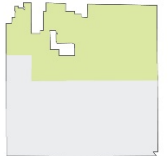


Map 8 - 3 : 2010-2020 Future Land Use
Comprehensive Plan
Village of Germantown, Wisconsin

By the year 2040, the Department of Administration (DOA) is projecting an additional **2,100** housing units for the village of Germantown. The village currently identifies five different residential densities in the Comprehensive Plan. To better understand land consumption realities, below are five land use scenarios based upon the projected growth:

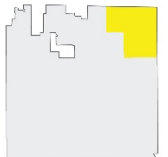
Agricultural/Conservation Residential (5 Acre lots)

consumes 10,500 acres
(2,100 UNITS EACH ON A 5 ACRE LOT)



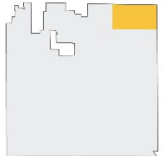
Rural Residential (1 Ac. Min. Lot Size)

consumes 2,100 acres
(2,100 UNITS EACH ON A 1 ACRE LOT)



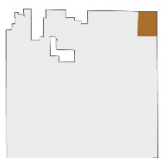
Low Density Residential (2 d.u./Acre)

consumes 1,050 acres
(2,100 UNITS EACH ON A 0.5 ACRE LOT)



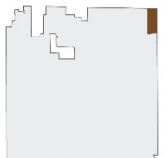
Medium Density Residential (4 d.u./Acre)

consumes up to 525 acres



High Density Residential (8 d.u./Acre)

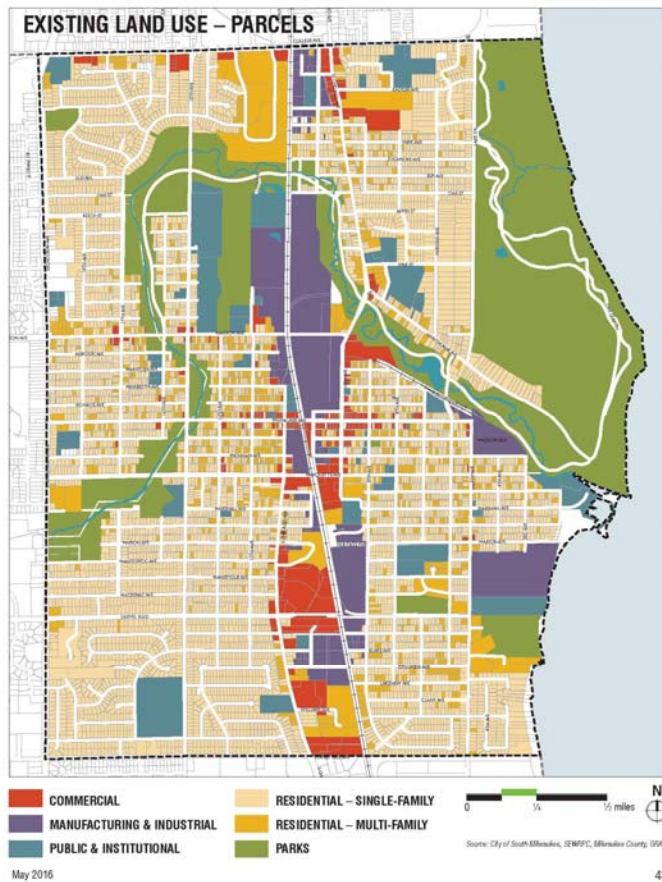
consumes up to 262 acres



NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Example from City of South Milwaukee

2: NEIGHBORHOODS, DISTRICTS & CORRIDORS



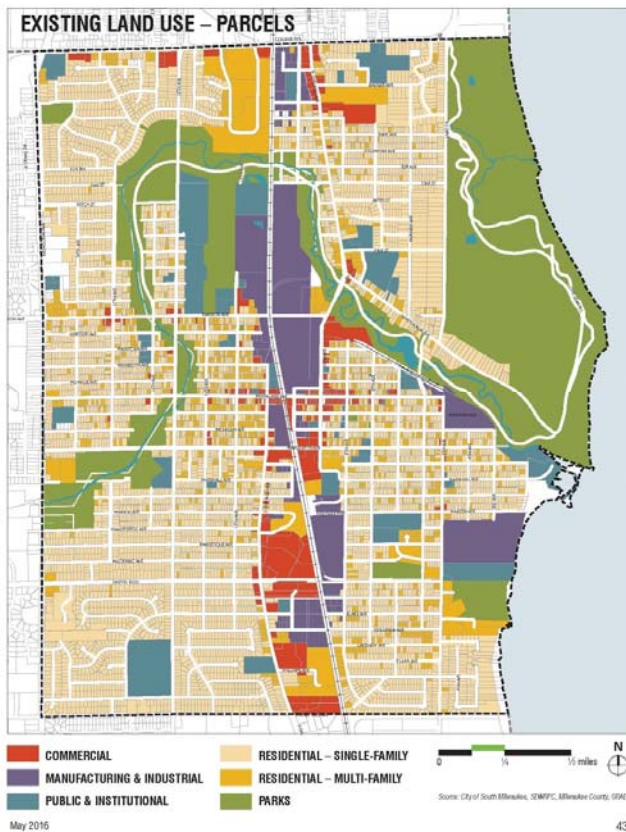
2: NEIGHBORHOODS, DISTRICTS & CORRIDORS



NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Example from City of South Milwaukee

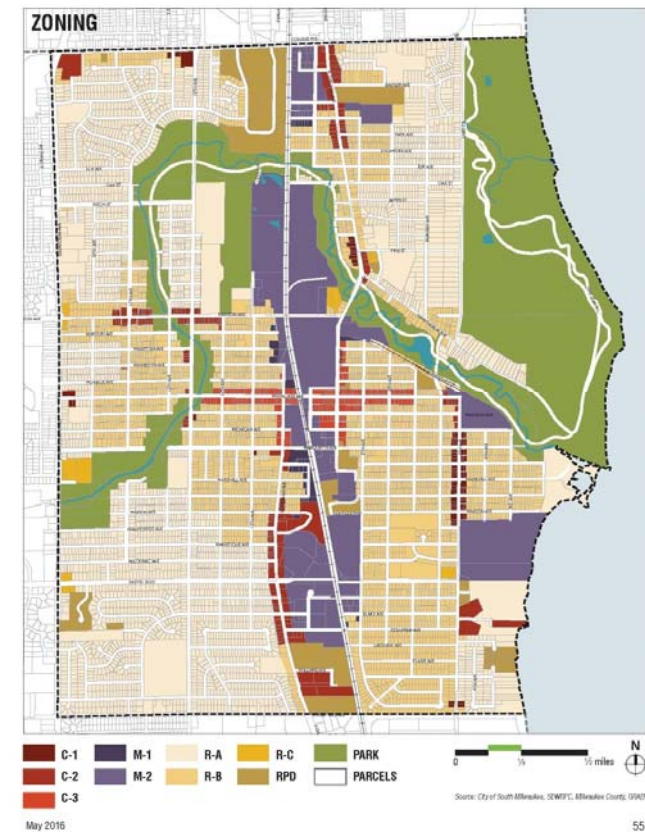
2: NEIGHBORHOODS, DISTRICTS & CORRIDORS



2: NEIGHBORHOODS, DISTRICTS & CORRIDORS



2: NEIGHBORHOODS, DISTRICTS & CORRIDORS



NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Example from City of South Milwaukee

SoMKE 2035

2: NEIGHBORHOODS, DISTRICTS & CORRIDORS

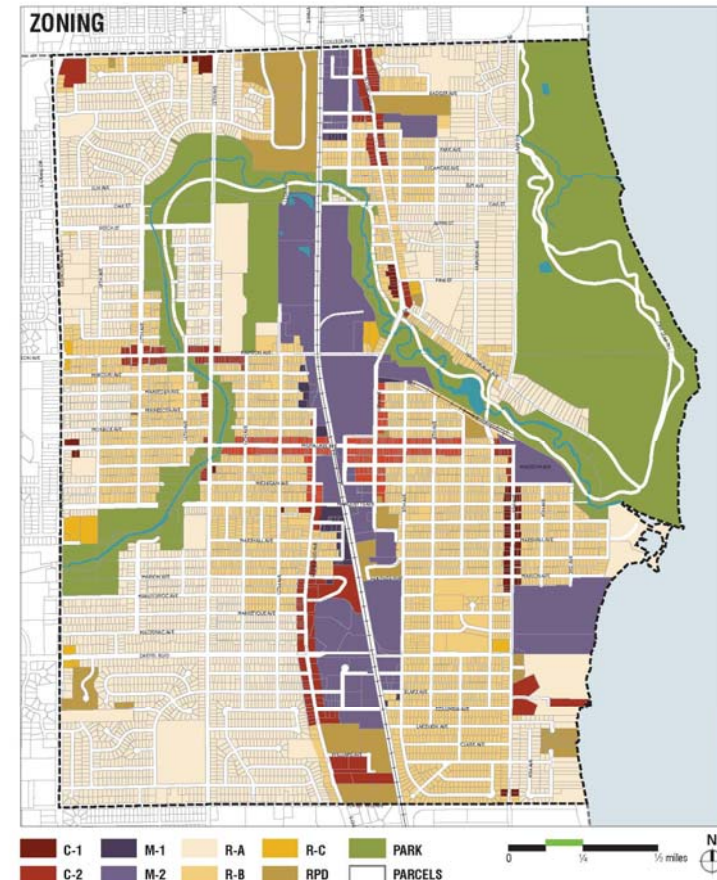
ZONING GUIDE FOR FUTURE LAND USE

HOW TO USE THIS MATRIX:

As the Neighborhoods, Districts, and Corridors chapter guides land use, it also appropriately locates development within South Milwaukee's zoning code. As the zoning code is expected to be updated in the near future, this matrix can be read with "Future Land Use" being the primary guide for development with "Zoning" then providing additional guidance.

		ZONING									
		Residential Zone	Residential Zone	Residential Zone	Residential Planned Development	Neighborhood Shopping Zone	Commercial Zone	Central Business Zone	Manufacturing Zone	Industrial Zone	Park
		R-A	R-B	R-C	RPD	C-1	C-2	C-3	M-1	M-2	P
FUTURE LAND USE	Residential: Single Family	C	C	C	C	i	i	i	i	i	i
	Residential: Two & Three Family	C	C	C	C	C	i	i	i	i	i
	Residential: Multi-family / Senior	i	C	C	C	C	C	C	i	i	i
	Mixed-Use: Commercial / Residential	i	i	C	C	C	C	C	i	i	i
	Mixed-Use: Commercial / Industrial	i	i	i	i	C	C	C	C	C	i
	Commercial	i	i	i	C	C	C	C	i	i	i
	Institutional: Governmental	i	i	i	C	C	C	C	i	i	i
	Institutional: Educational / Cultural	C	C	C	C	C	C	C	i	i	i
	Open Space & Recreational	C	C	C	C	C	i	C	i	i	C
	Industrial	i	i	i	i	i	i	i	C	C	i

C = Consistent
i = Inconsistent



Source: City of South Milwaukee, SEMFPC, Milwaukee County, GRAP

NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Example from City of South Milwaukee

SoMKE 2035

2: NEIGHBORHOODS, DISTRICTS & CORRIDORS

FUTURE LAND USE: DISTRICTS & CORRIDORS

Places			Preferred General Character of Neighborhood, District or Corridor
Neighborhood / District / Corridor	Place Type	Place Name	Description
District	City Center	Downtown District	Maintain and encourage a mixture of uses and activities to create a vibrant, pedestrian-friendly downtown. Uses should include higher-density, mixed-use commercial, residential, and institutional buildings. The district should include high quality pedestrian-oriented public space and amenities.
Corridor	Mixed-Use Corridor	North Chicago Avenue Corridor	Maintain and encourage mixed-use commercial and residential, as well as a potential increase in industrial. This high traffic corridor is attractive to retail uses, outlets, industrial, and large-scale retail. It also offers high quality residential neighborhoods and proximity to Oak Creek Parkway and Grant Park.
Corridor	Mixed-Use Corridor	South Chicago Avenue Corridor	This corridor has experienced steady growth and continues to support mixed-use commercial, residential, and industrial. It has some of the highest traffic counts in the city, which would strongly support retail. *
Corridor Overlay	Mixed-Use Corridor	South Chicago Avenue Overlay*	This overlay area allows for commercial uses within the residential fabric of this otherwise commercial district.
Corridor	Environmental Preserve & Recreation	Grant Park Corridor	The Grant Park Corridor features some of the most beautiful areas of the city, including Grant Park, the lakefront, pedestrian-friendly trails, and a golf course. Maintaining the park space is important to this area, as well as supporting existing residential. This corridor could also support educational/cultural institutions. **
Corridor Overlay	Environmental Preserve & Recreation	Oak Creek Parkway Corridor	This corridor extends throughout much of the city and consists primarily of park and open space. Maintaining the green space in this corridor is the top priority. It offers pedestrian-friendly parks and trails, as well as attractive water views. **
Overlay	Environmental Preserve & Recreation	Grant Park, Oak Creek & Lakeshore Overlay**	This overlay area includes all large parcels along the prominent natural features in South Milwaukee to ensure that future changes and proposed re/developments are sensitive to the immediate context of these renowned amenities. All proposed re/developments should maximize the social, economic and environmental value of these features.

Preferred Future Land Uses											Density	Preferred Community Design		
Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional: Governmental	Institutional: Educational / Cultural	Open Space & Recreational	Industrial		Traditional Neighborhood	Conservation Subdivision	Suburban Subdivision
A	A	A	A	D	D	D	A	A	A	u	15 dwelling units (DU) / acre minimum	A	u	u
A	A	A	A	A	D	D	u	A	u	D	15 DU / acre minimum	A	u	u
A	A	A	A	A	D	D	u	A	u	D	15 DU / acre minimum	A	u	u
A	A	A	D	D	u	D	u	A	u	u	15 DU / acre minimum	A	u	u
A	u	u	u	u	u	u	u	A	D	u	Not applicable	u	u	u
A	u	u	u	u	u	u	u	u	D	u	Not applicable	u	u	u
A	A	A	A	A	u	u	u	A	A	u	15 DU / acre minimum	A	A	u

D = Desirable – These uses should be encouraged and support the desired character of the area.
A = Allowable – These uses are appropriate for the area, but may require additional consideration to fit the vision.
u = Undesirable – Generally, these uses should not be encouraged, but may still be acceptable under special circumstances.

NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Example from City of South Milwaukee

SoMKE 2035

2: NEIGHBORHOODS, DISTRICTS & CORRIDORS

FUTURE LAND USE: NEIGHBORHOODS

Places			Preferred General Character of Neighborhood or District
Neighborhood / District / Corridor	Place Type	Place Name	Description
Neighborhood	Residential Community	Parkway Heights Neighborhood	Parkway Heights is primarily residential with some commercial on College Avenue. The proximity to the parks, high school, and Oak Creek Parkway make this a stable and quality residential area. Residential and educational uses are preferred for this neighborhood.
Neighborhood	Residential Community	South Towne Neighborhood	South Towne consists mainly of single- and multi-family residential uses. Some commercial exists on the north end of the neighborhood along College Avenue. Commercial and mixed uses are ideal along College with residential properties being located within the neighborhood's interior.
Neighborhood	Residential Community	"M" District Neighborhood	The "M" District contains primarily single-family residences that benefit from proximity to the Oak Creek Parkway and Downtown. This area is higher in density creating pleasant architectural character as a traditional neighborhood.
Neighborhood	Residential Community	Drexel Highlands Neighborhood	Drexel Highlands contains primarily single-family residences that offer access to the Oak Creek Parkway. It is a short walking distance from Downtown and the South Chicago Avenue Corridor. The quiet neighborhood is ideal for people looking for unique single-family homes.
Neighborhood	Residential Lake Community & Recreation	Blakewood Neighborhood	Blakewood contains the largest collection of newer homes, closer in character to conventional suburbs. Yet this area still retains the feeling of an active, walkable urban neighborhood. It is one of the few neighborhoods not directly adjacent to the Oak Creek Parkway; however, it still retains a perception of higher value and desirability.

Preferred Future Land Uses & Activities											Density	Preferred Community Design		
Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-Family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional: Governmental	Institutional: Educational / Cultural	Open Space & Recreational	Industrial		Traditional Neighborhood	Conservation Subdivision	Suburban Subdivision
A	D	A	U	U	U	U	U	A	U	U	6-8 dwelling units (DU) / acre minimum	D	A	U
A	D	D	D	A	A	A	U	U	U	U	15 DU / acre minimum	D	A	U
A	D	A	U	U	U	U	A	A	U	U	6-8 DU / acre minimum	D	A	U
A	D	A	U	U	U	U	U	U	U	U	6-8 DU / acre minimum	D	A	U
A	D	A	U	U	U	U	U	A	U	U	6-8 DU / acre minimum	D	A	U

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NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Example from City of South Milwaukee

SoMKE 2035

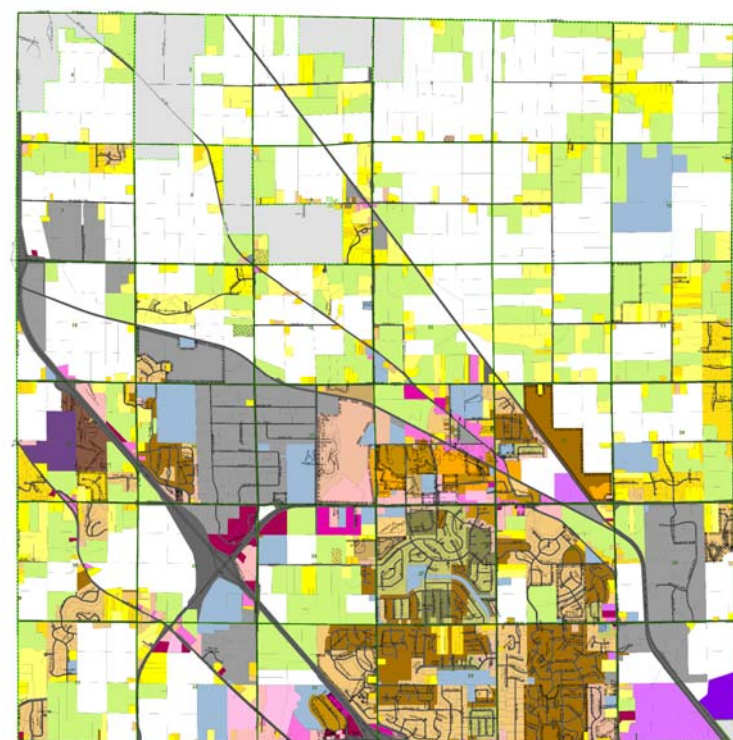
2: NEIGHBORHOODS, DISTRICTS & CORRIDORS

FUTURE LAND USE: NEIGHBORHOODS

Places			Preferred General Character of Neighborhood or District
Neighborhood / District / Corridor	Place Type	Place Name	Description
Neighborhood	Residential Lake Community & Recreation	Historic Grant Park Neighborhood	This neighborhood is located closest to Grant Park and contains higher residential value due to its proximity to the Park and lake. It contains some of the city's oldest and most historic homes, which reinforce its strong identity.
Neighborhood	Residential Lake Community & Recreation	Historic Lakeview Neighborhood	The Historic Lakeview Neighborhood is mainly made up of pleasant and traditional single-family homes and duplexes. The neighborhood offers proximity to both Grant Park and the lakefront. It is also within walking distance of Downtown, which provides opportunities for a greater diversity of experiences.
Neighborhood	Residential Community	Lakeview Neighborhood	The Lakeview Neighborhood consists of single-family residences and rentals, including Parkcrest Housing. The proximity to the South Chicago Avenue Corridor provides numerous amenities to residents in the neighborhood.
Neighborhood	Residential Lake Community & Recreation	Lakeshore Neighborhood	The Lakeshore Neighborhood is known for its stunning lake views and diverse homes. Maintaining and increasing the single- and multi-family uses are important for the success of this corridor.**

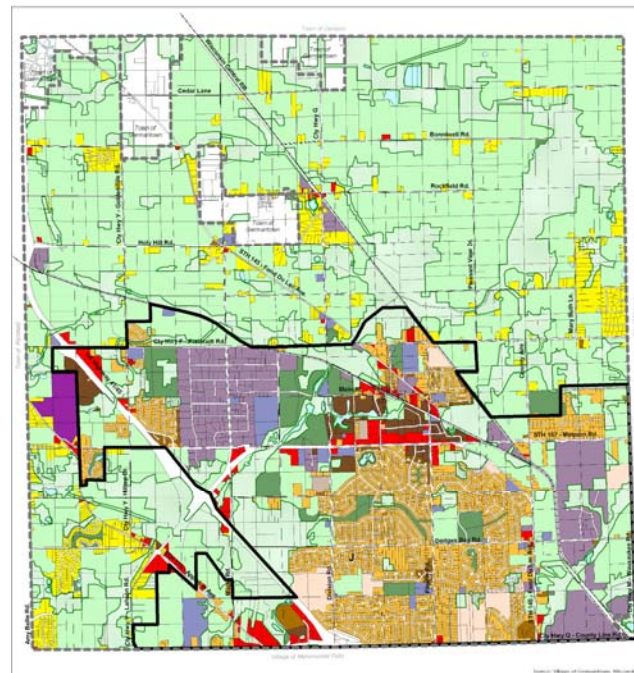
Preferred Future Land Uses & Activities											Density	Preferred Community Design		
Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional: Governmental	Institutional: Educational / Cultural	Open Space & Recreational	Industrial		Traditional Neighborhood	Conservation Subdivision	Suburban Subdivision
A	D	A	u	u	u	u	u	A	u	u	6-8 dwelling units (DU) / acre minimum	D	A	u
A	D	A	u	u	u	u	u	A	u	u	6-8 DU / acre minimum	D	A	u
A	D	A	u	u	u	u	u	A	u	u	6-8 DU / acre minimum	D	A	u
A	A	A	A	u	u	A	u	u	u	u	6-8 DU / acre minimum on small lots, 15 DU / acre minimum on large parcels	D	A	u

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**Village of Germantown
Proposed Zoning Map**

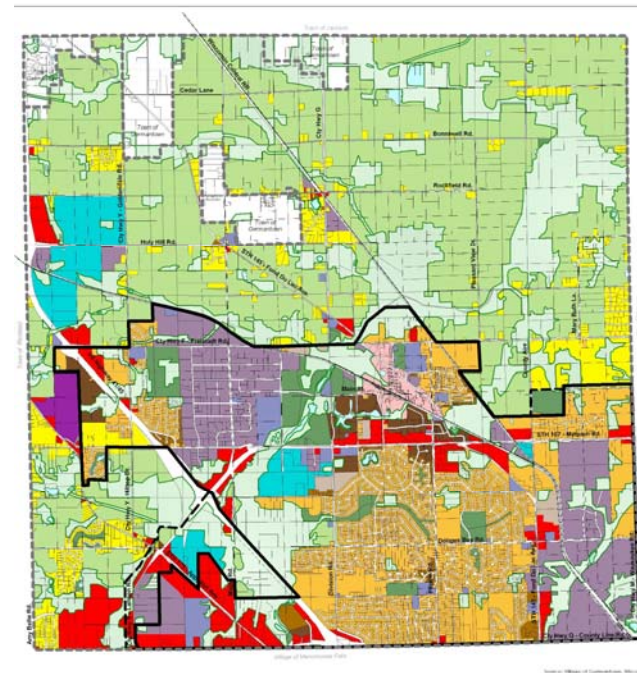
Zoning	Legend
A-1 Agricultural	RS-5 Single-Family Residential
A-2 Agricultural	RS-6 Single-Family Residential
RS-1 Single-Family Residential	RS-7 Single-Family Residential
RS-2 Single-Family Residential	RD-2 One-Family Residential
RS-3 Single-Family Residential	RM-1 Multiple-Family Residential
RS-4 Single-Family Residential	RM-2 Multiple-Family Residential
	RM-3 Multiple-Family Residential
	RM-4 Multiple-Family Residential
	RM-5 Multiple-Family Residential
	RM-6 Multiple-Family Residential
	RM-7 Multiple-Family Residential
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	RM-99 Multiple-Family Residential
	RM-100 Multiple-Family Residential



Existing Land Use Categories

Agricultural/Open Space	Industrial/Office
Rural Residential	Mineral Extraction
Low Density Residential	Institutional/Governmental
Medium Density Residential	Park/Recreation Area
High Density Residential	Rivers, Lakes and Streams
Residential Under Development	Environmental Corridors/ Isolated Natural Areas
Elderly Residential	
Commercial	
	Municipal Boundary

Map 8 - 1 : Existing Land Use
Comprehensive Plan
Village of Germantown, Wisconsin



Future Land Use Categories

Agricultural/Conservation Residential (5 Acre lots)	Commercial	Environmental Corridors/ Isolated Natural Areas
Rural Residential (1 Ac. Min. Lot Size)	Village Mixed Use	2010 Sanitary Sewer Service Area
Low Density Residential (2 d.u./Acre)	Mixed Use	2020 Sanitary Sewer Service Area Extension
Medium Density Residential (4 d.u./Acre)	Industrial/Office	Municipal Boundary
High Density Residential (8 d.u./Acre)	Mineral Extraction	
Elderly Residential	Institutional/Governmental	
	Park/Recreation Area	
	Rivers, Lakes and Streams	

Map 8 - 3 : 2010-2020 Future Land Use
Comprehensive Plan
Village of Germantown, Wisconsin

Existing Zoning
(as of 2019)

Existing Land Use
(as of 2004)

Future Land Use
(as envisioned in 2004)

NEIGHBORHOODS , DISTRICTS, and CORRIDORS

Worksheet

Places			Preferred General Character	Preferred Future Land Uses												Preferred Community Design			Density
Neighborhood District Corridor	Place Type	Place Name	Description	Existing Uses	Residential: Single Family	Residential: Two & Three Family	Residential: Multi-family / Senior	Mixed-Use: Commercial / Residential	Mixed-Use: Commercial / Industrial	Commercial	Institutional	Open Space & Recreational	Mineral Extraction	Industrial	Traditional Neighborhood	Conservation Subdivision	Suburban Subdivision	Dwelling Units / Acre	
District	Village Center	Historic Main Street																	
District	Industrial	Industrial Park																	
District	Industrial / Commercial	Willow Park																	
District	Mixed-Use	TBD																	
Corridor	Commercial	Mequon Road																	
Corridor	Mixed-Use	Fond Du Lac Avenue																	
Neighborhood	Residential Community A	TBD																	
Neighborhood	Residential Community B	TBD																	
Neighborhood	Residential Community C	TBD																	
Neighborhood	Residential Community D	TBD																	
Neighborhood	Residential Community E	TBD																	
Neighborhood	Residential Community F	TBD																	

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Updated 01/21/20

2020

Strategic Priorities



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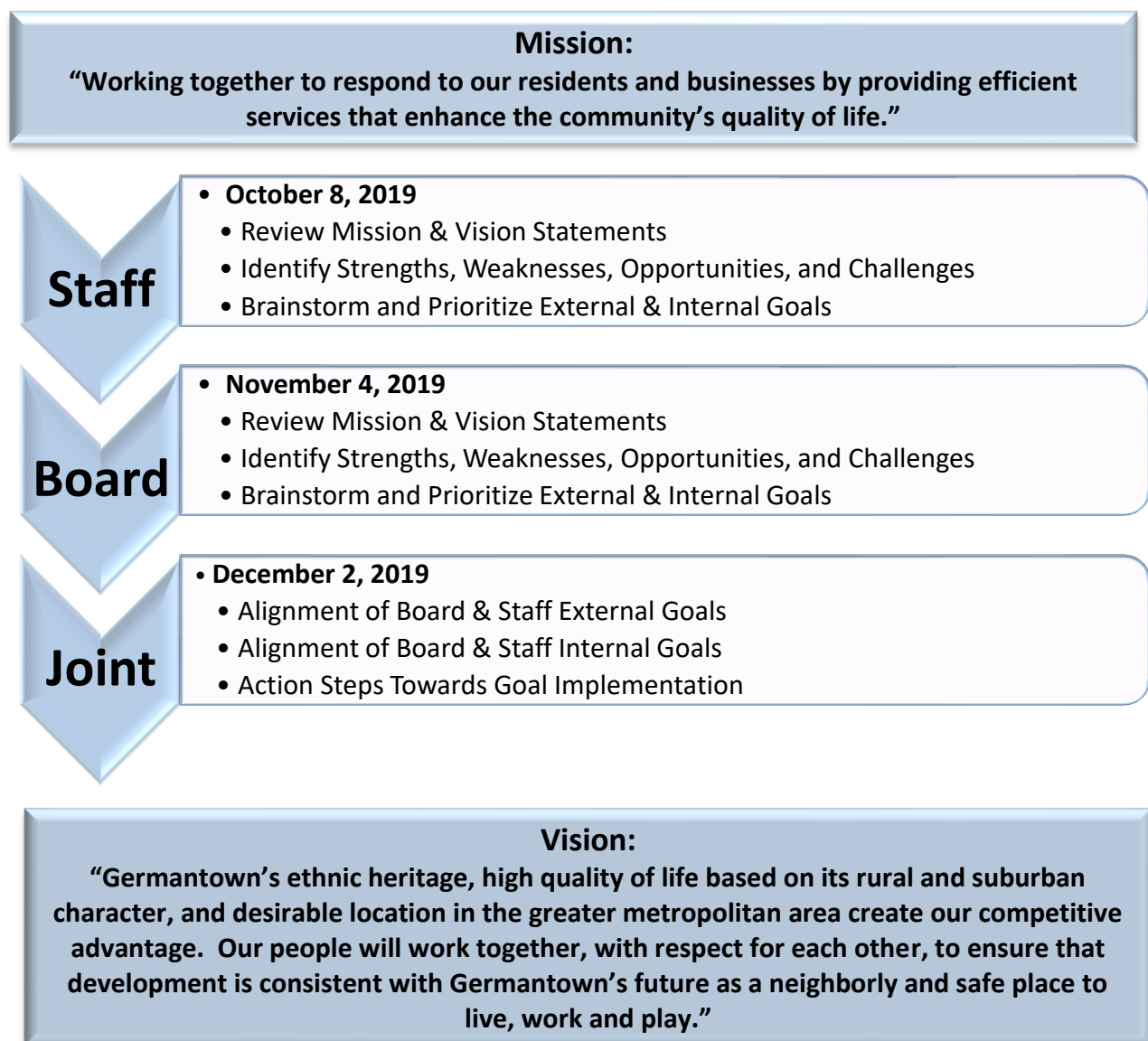


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BACKGROUND

The Village of Germantown contacted Paul Roback, Community Development Educator at UW-Madison Division of Extension Washington County, to facilitate a process to identify strategic priorities for the Village board and staff. A pre-planning meeting was held with Village Administrator and Support Services Manager. As a result of this conversation, a planning process was designed using the Village's existing mission and vision statements as a framework to identify goals that would provide direction for Village board members and staff in future decision-making.

PROCESS OUTLINE



SUMMARY OF STRATEGIC GOALS:

1. Planning- Complete the Comprehensive Planning process with public input that develops a unified community vision that addresses community growth (residential, commercial, and industrial), while balancing the desires of current residents and future generations.
2. Infrastructure- Develop a capital improvement plan for current and future infrastructure needs (e.g. roads, public works building, police department...).
3. Public Engagement- Build public trust through communication and transparency. Develop new strategies to engage the public; improve internal communications to create efficiencies and improved customer service.
4. Inter-Agency Relationships- Collaborate with civic groups, businesses, other government entities, including the Germantown School District, to provide community-focused services

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND CHALLENGES IDENTIFICATION

A number of internal and external forces affect the ability of an organization to carry out its mission through action plans. Positive forces (strengths and opportunities) should be built upon and hindering forces (weaknesses and challenges) should be proactively addressed in action plans. A Strengths, Weaknesses, Opportunities & Challenges (SWOC) Identification is a participatory activity that assists in the identification of these forces.

On October 8, 2019, nine Village staff identified strengths, weaknesses, opportunities, and challenges within Village government and within the greater Germantown Community (outside of Village Government). On November 4, 2019, eight Village board members participated in a similar process. Responses are recorded in the tables below. For each table, an attempt was made to align similar staff and board responses in the same row. Generally, responses further down the table are less similar between board and staff. There were numerous responses that were consistent between the board and staff in each of the tables, except for the last table related to challenges within the community. Board and staff may want to discuss this table to understand each perspectives on community challenges.

STRENGTHS

Strengths within Village Government

Identified by Village Staff	Identified by Village Board
Collaborative environment	Collaborative Village Board
Employees- experienced staff with longevity, history, and knowledge	Employees- outstanding, longevity, good backgrounds/experience
In very good fiscal health with reserves	Board and staff understand conservative fiscal nature- all on the same page
Board is supporting staff more- they are respectful even if they disagree	Board's respect for each other
Leadership and becoming more professional	Financial background of Village Administrator
Village staff works together and communicates quickly	Board and staff commitment to public service
Communication	Strong contingency fund
Minimally political Village Board	Strength of Police and Fire services

Strengths within the Community

Identified by Village Staff	Identified by Village Board
Open space with room to grow	A lot of desirable land that could be developed
Service groups and organizations willingness to volunteer	Civic groups- Library (two groups), Chamber, Kiwanis, Historical Society
Good schools	High quality school system

Location- easy access to transportation and proximity to Milwaukee, Fox Valley, and Madison	Location for businesses- freeway access, access to Milwaukee, close to urban area
Shared vision and values for community	Likeminded individuals with a conservative mentality
Good mix of residential, commercial, and industry	Strong tax base
Community pride	Good German events
Friendly	Desired area to live and raise a family
Engagement- residents will come out on some issues	Closeness of many of the neighborhoods
Recreation and parks	Rural character
Safe / public safety	Business friendly

WEAKNESSES

Weaknesses within Village Government

Identified by Village Staff	Identified by Village Board
Growing pains- transitioning from small town to mid-size city	Infrastructure needs as community grows- public works building, police, fire, and library
Staff levels too low	Staff shortages in some departments- challenging to respond to residents in a timely fashion
Compensation	Keeping pace with staff salaries compared to neighboring communities
Budgeting challenges- competition for limited resources	Limited revenue sources, revenue doesn't match demand for services, and limited to how much budget can increase
Differing visions due to management and staff turnover	Not following Comprehensive Plan
Communication- different styles between staff and communication across village government buildings	Inability to share government information with all residents
Lack of knowledge transfer and succession planning	Infrastructure is aging
Location- in corner of four counties, difficult for communication with various entities	
Lack of employee engagement- trying to break down historical barriers	
Lack of written policies and code updates	
Systems- each department runs as separate entity on autopilot	

Lack of understanding of what staff do-between staff and between staff and Board	
Mentality of “we’ve always done it this way”	

Weaknesses within the Community

Identified by Village Staff	Identified by Village Board
Aging infrastructure	Continuing to fund road maintenance
Disconnect between Village Board and School Board	Not able to work with other public groups
Communication- people have opinions without the facts; trying to balance between the old and new ways to communicate (e.g. paper verses electronic)	No local paper reporting on a daily basis- lack of media focused on stories that are important to the residents
Reliance on other communities- need to leave the community for hospitals and restaurants	Inability to attract additional commerce, such as sit down restaurants
Lack of identity	Bedroom community- lack of a community identity and central downtown main street
Growing pains- differing ideas between long-term residents verses newer residents	Lack of some services- walking and biking lanes, a community center
Many levels of government- residents are unsure of where to go for services	Residents mistrust of the Village government
Lack treatment options for substance abuse and mental health issues	Difficult cell service in the Northeast portion of the Village
Tension between staying the same and the reality of change	

OPPORTUNITIES

Opportunities within Village Government

Identified by Village Staff	Identified by Village Board
Monumental development- hard to keep up; clashes with vision; good tax base	Developable land for business and residential growth
Expanding economy- business, sub-divisions, and residents	Favorable interest rates and bond ratings
Other communities are also expanding	Proximity to freeway and Milwaukee
New staff as people retire	2050 land use plan
Change of management styles	Lower tax rate compared to Milwaukee
People want to work here, which is a positive	To develop conservation subdivisions
Growing openness of Village Board to new ideas	Growth of multi-family housing
Intergovernmental Agreements with other communities	

School district has expanded facilities, which is an opportunity to collaborate	
---	--

Opportunities within the Community

Identified by Village Staff	Identified by Village Board
Housing market and new residential development- single family, retirement/senior, and hipster apartments	Residential growth- ability of families to grow here is a community asset
Amenities- parks, playgrounds, golf course, recreation department, schools	To take advantage of natural resources (e.g. Menomonee River), scenic areas, close proximity to Kettle Moraine State Forest
Room for growth and open space	Growth and land available for development
Growth of manufacturing in Southeastern Wisconsin	Share borders with communities that are also experiencing growth
Access to cultural attractions	Proximity to Menomonee Falls and their retail
Changing demographics (e.g. school referendum passed)	
Longevity of residents	

CHALLENGES

Challenges within Village Government

Identified by Village Staff	Identified by Village Board
Levy limits	State levy limits and mandates
Government mandates	State Government over-reach
State law changes	State eliminated home rule- impacted and limited our decisions by changing the rules
Shrinking labor force	Competing for talented staff with neighboring communities
Increase in demand for services	Balance growth with public service needs
Distrust of government	Current relationship with school district
Attracting businesses- restaurants and industry	Economy
Post office- new Briggs building has a Richfield address	Other taxing entities within the Village with differing goals
Reputation- perception that we may be anti-development	
Phone numbers have multiple exchanges	

Challenges within the Community

Identified by Village Staff	Identified by Village Board
Communicating (getting the word out) regarding new state laws	Getting people to participate in government
Potential for recession	Economic Development- competition with using incentives
Unrealistic expectations- want an immediate response to problems	Managing quality of life issues with growth and businesses near residential
Declining civility- more people having trouble working through issues with neighbors, level of anger	Keeping up with road repairs
Increasing diversity and number of people- some have difficulty with change (e.g. age, race, income)	Business competition from neighboring communities
Drugs	Managing emerald ash borer
Changing family structures- effects on schools and village government	
Aging demographics	

GOAL IDENTIFICATION & ALIGNMENT

Goals are broad statements of what the organization hopes to achieve in the next few years. They focus on outcomes or results and are qualitative in nature. Staff identified goals at the October 8th session and then grouped the goals into themes. A survey was sent to Village board members soliciting their response on the question, “What do we need to accomplish over the next 2-3 years in our community?” Staff and board goals are located in Appendix A. Similar responses were then grouped into common themes and the following four goals were presented to board and staff at the December 2nd Village board meeting.

Strategic Goal Alignment between Board and Staff:

5. Planning- Complete the Comprehensive Planning process with public input that develops a unified community vision that addresses community growth (residential, commercial, and industrial), while balancing the desires of current residents and future generations.
6. Infrastructure- Develop a capital improvement plan for current and future infrastructure needs (e.g. roads, public works building, police department...).
7. Public Engagement- Build public trust through communication and transparency.
8. Inter-Agency Relationships- Collaborate with civic groups, businesses, other government entities, including the Germantown School District, to provide community-focused services.

STRATEGIC QUESTIONS AND ACTIONS

At the December 2nd Village Board meeting, participants reviewed and discussed

1. Recognizing current fiscal constraints, how do you anticipate paying for infrastructure improvements?
 - a. Encourage development that helps pay for improved infrastructure?
 - b. Slow development and cut services?
 - c. Borrow more money than has occurred in the past?
 - d. Encourage infill development at sites with existing infrastructure?
 - e. Increase taxes through a referendum?
 - f. Use surplus reserves?

Action:

- Continue development and implementation of Affordability Model for the development of the capital improvement plan that prioritizes infrastructure needs and identifies funding strategies.
- Use common sense approach to each project to identify priorities and fund what is needed in order to reduce expenditures and redirect funds to other priority needs.

2. Recognizing current staff time and resource constraints, how do you anticipate addressing public engagement and inter-agency relationships?
 - a. Allow flexibility to redirect current resources to accomplish (this may require changing organizational structures and processes)?

Action:

- Research successful public engagement strategies used by other municipalities including the effectiveness (outcome measurements) of these strategies.
- Implement public engagement survey and promote with homeowner associations, library, and tax receipts.
- Continue to implement changes to public hearing process and notifications.
- Engage in proactive communication and shared decision-making with Washington County.

Additional Action Steps Identified by President Dean Wolter on 1/20/20

- Board and staff need to find ways to broadcast information out to the community, following the example of Community Development's recent efforts.
- Staff's primary focus needs to be on communication because other goals will become easier to meet once we have better communications internally, with the board and with the community.

3. Recognizing the Village is currently undertaking a Comprehensive Planning process, how do you anticipate balancing competing visions (e.g. growth vs. no growth)?

Action:

- Through public engagement process, provide rationale for decisions for infrastructure improvements and new developments.

Additional Action Steps Identified by President Dean Wolter on 1/20/20.

- Village Board reviews status of strategic priorities quarterly.

- Committees provide additional information at Board meetings (e.g. agenda items, major discussions, differing opinions, decisions...).
- Village Board is more specific with goals (e.g. which specific streets need to be a higher priority for repairs).

APPENDIX A: GOAL IDENTIFICATION

Staff Goal Identification (grouped into themes): October 8, 2019

Planning

- Create a plan to move forward with
- Community participation with comprehensive planning process
- Planning for next generations- we have been baby boomer centric
- Plan to update infrastructure and facilities
- More funding for services- more diversified funding sources
- Growing staff levels to meet current and future demands, and to sustain service levels
- Proactive planning for development- resistance to change has led to lack of planning, but development will occur anyway
- A more unified vision of who and what we are as a community (change vs. no change)

Collaboration

- Collaboration with other communities for shared resources- needs to be smart, responsible, and community focused. The process for collaboration is important. It needs to be community service focused, not money focused.
- Intergovernmental Agreements with school district needs to be more collaboratively-based (current agreement expires in two years)
- More diversity and involvement with government and civic groups
- More collaboration between government, business, and residents (e.g. Gehl, JW Speaker)
- A more unified vision of who and what we are as a community (change vs. no change)

Communication

- Better engagement and communication with public, build trust, and share challenges that we face
- A more unified vision of who and what we are as a community (change vs. no change)

Village Board Goal Identification Survey Responses: November 2019

A survey was sent to Village Board members on November 5, 2019 asking members to reflect on the Strengths, Weaknesses, Opportunities, and Challenges that were identified on November 4th and then respond to the following question: What do we need to accomplish over the next 2-3 years in our community?

The survey was closed on November 26th and had five (5) responses, for a response rate of 56%. In order to assist with prioritizing the identified goals, the responses have been grouped into themes.

Planning

- A primary focus on neighborhoods
- Complete and implement 2050 Plan
- Develop a comprehensive plan to address the large expense of near future infrastructure costs
- Stop industrial expansion into the downtown neighborhoods
- Designate Downtown area for entertainment or provide direction on Germantown identity
- Protect neighborhoods from crime, nuisances (noise, traffic, industrial activities, smells, etc.)
- Celebrate neighborhoods by highlighting unique characteristics and promoting each area

Infrastructure

- Better Roads
- Capital spending needs to be within our ability to pay
- New Police Station
- New Public Works building
- Accelerate road resurfacing in neighborhoods
- Infrastructure plan for long range build up & maintenance, sewer & water, streets

Public Engagement

- Provide more transparency to the public
- Need to listen and work with residents on the development of this Village
- Notify neighborhoods about plans under discussion for their area and the larger community
- Need to develop a method of communicating what is happening that reaches a minority of residents
- Need to be open and transparent

Fiscal

- We do not spend more than we take in
- Cultivate or maintain a cautious fiscal outlook especially as things are going very well
- More money for road repair coming from general fund & not borrowing
- More competitive salaries for Village employees

Inter-Agency Relationships

- Cooperation with the School District for the betterment of all residents
- Stop any “us v/s them” nonsense with the school board and start working together for Germantown

APPENDIX B: EVALUATIONS

October 8, 2019 ~ 9 Responses ~ 9 Participants

1. Conducting a SWOC Analysis assisted in the identification of internal strengths & weaknesses and external opportunities & challenges.

Average: 4.8

Comments:

- Required employee input and fleshing out problems and areas to be improved
- Very helpful to get everyone's input and ideas
- Paul is very professional and an excellent communicator, facilitator and presenter
- Good general collaborative process

Strongly Disagree		Neutral		Strongly Agree
1	2	3	4	5
0 (0%)	0 (0%)	0 (0%)	2 (22%)	7 (78%)

2. The process of identifying and prioritizing goals increased our ability to identify issues and set priorities.

Average: 4.8

Comments:

- Very useful

Strongly Disagree		Neutral		Strongly Agree
1	2	3	4	5
0 (0%)	0 (0%)	0 (0%)	2 (22%)	7 (78%)

3. Overall, how would you rate my facilitation of today's session?

Average: 4.9

Comments:

- Great job getting everyone involved
- Excellent job, repeat of number 1

Poor		Neutral		Excellent
1	2	3	4	5
0 (0%)	0 (0%)	0 (0%)	1 (11%)	8 (89%)

November 4, 2019 ~ 8 Responses ~ 8 Participants

1. Conducting a SWOC Analysis assisted in the identification of internal strengths & weaknesses and external opportunities & challenges.

Average: 3.8

Comments:

- Help to brainstorm for ideas

Strongly Disagree		Neutral		Strongly Agree
1	2	3	4	5
1 (13%)	0 (0%)	0 (0%)	6 (75%)	1 (13%)

2. Overall, how would you rate my facilitation of today's session?

Average: 4.5

Comments:

- Paul always does a great job facilitating

Poor		Neutral		Excellent
1	2	3	4	5
0 (0%)	0 (0%)	0 (0%)	4 (50%)	4 (50%)

3. Additional Remarks:

- Good start to the process. I look forward to the next step